



Deputy Chief of Staff, G4 ***"Mission First, Safety Always - All Day, Every Day!"***

Team, as we transition from Winter to Spring and then to Summer, I ask each of you to please take a moment and assess where safety related violations/problems might occur in your area. Then, develop a course of action plan to identify steps to avoid injury to our troops, co-workers and family members.

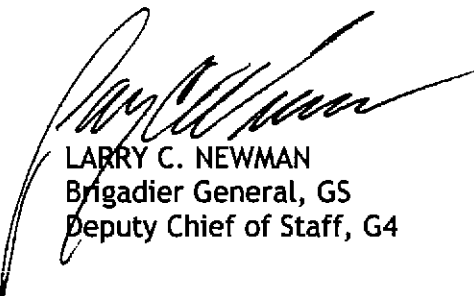
As Leaders, we have an obligation and responsibility to educate our troops on the safety hazards plaguing our war fighter, with a goal of optimizing operational efficiency and readiness by supporting and promoting a "24/7" risk management culture. Leadership is the key, but everyone is responsible for using safety best practices, wearing the prescribed protective gear, and reporting discrepancies they witness. Safety is an all-hands effort, and those who feel they can rely on someone else to worry about safety, simply are not sufficient engaged.

Operational Risk Management (ORM) must be used in travel planning, by ensuring vehicles are in good working order, by checking the battery, coolant, window wipers and fluid, lights, and emergency roadside kit. Do not start out on a long trip without getting sufficient rest before you get on the road. Travelers should allow for frequent breaks on long trips. Family and friends should be made aware of itineraries. Obey the laws and ensure each passenger is buckled up. Safe driving demands our full attention so that we stay alert and anticipate potential hazards.

We must all continue to train and take part not just promoting safety; it requires living, eating, and breathing it. Mishaps resulting from unsafe practices are tragic and unacceptable. A solid and comprehensive Safety Training Plan, understood and practiced, will instill confidence and minimize on and off duty mishaps. Aside from the human toll they exact, these losses also threaten combat readiness and, as such, our national security.

I would like to say that we in the G4 family are setting the example on leadership, discipline, training, and are setting the standards ON and OFF DUTY in USAREUR.

Any Mission, Anywhere



LARRY C. NEWMAN
Brigadier General, GS
Deputy Chief of Staff, G4